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6 March 1972

MEMORANDUM FOR: Director of Basic and Geographic Intelligence

SUBJECT : Proposal to Centralize Agency Graphics Management

1. This staff study responds to your request for an assessment of the organization and management of the Agency's graphic resources.

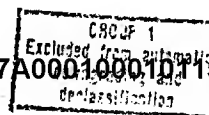
2. Summary

This memorandum suggests that Agency graphics production resources are too fragmented for efficient use, and that graphic specialists' professional development is impeded. It proposes that the best solution to the problem is to leave the existing graphics production units in place but to bring them together under one managerial umbrella. Supportive arguments are made that the proposal provides a flexibility in both work and personnel assignments that is highly desirable on a number of grounds. It is also argued that offices who now have their own "graphics shops" would suffer no diminution in support and in the long run could expect the change to work to their advantage. It is stressed that personnel in the graphics field would receive enlarged opportunities for professional growth and career development.

3. An Assessment of the Agency's Graphic Resources

A. There are in the Agency today more than a dozen "graphics shops" (see TAB A). Some units have a clearly defined mission of providing visual aids to their parent component; other units have a broader mission of providing all kinds of graphics support to a large, but undefined, clientele. Some shops are anachronisms in the administrative structure of which they are a part and operate in a largely semi-independent manner in regard to hiring, training, priority setting, etc. There is little opportunity for contact among the various shops at either working or managerial levels. In fact, the absence of a structured graphics activity is itself a formidable barrier to regularized exchanges of ideas and information about techniques, materials, and other matters of common concern. This situation is preventing the Agency

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from getting a consistently high quality product at reasonable man-hour costs and is preventing many graphics specialists from achieving the kind of professional fulfillment CIA employees have a right to expect. The latter point stems from the narrowly confined activities young officers find themselves almost inescapably locked into following an assignment to a highly specialized operation.

B. Graphics units have come into existence one by one over the past two decades to provide a particular kind of support to a particular activity. Some of them have been established primarily to serve the requirements of one particular person. For example, the Office of Planning, Programming and Budgeting has a two-man unit established because OPPB felt it was not receiving satisfactory service from an existing graphics shop. The DDS&T graphics shop began as a one-man operation to aid its first Director, [REDACTED] 25X1A

25X1A The [REDACTED] has a two-man shop established when there was a need for in-house support that has since greatly diminished. Most graphics shops have a similar history, rooted in special situations existing long ago.

C. Problems connected with the fragmented graphics effort were investigated by Agency management on at least two occasions in the past, one as long ago as 1952 which concluded that a central CIA graphics shop was not feasible until the Agency was housed in one building. A less comprehensive review was made by the Deputy Director for Intelligence in 1965 and resulted in the transfer of the DCI Graphics Branch to OBI, where it was consolidated with a Branch in the Cartography Division. The consolidation paid off handsomely as evidenced by a spectacular increase in production the first year after the merger. It is believed by those in the business that because of compartmentation a single large graphics center is as undesirable today as it was before the Headquarters Building was constructed.

#### 4. Proposal for an Agency Graphics Service

A. It is proposed that the Agency bring all graphics activities under one managerial umbrella, as the Agency Graphics Service. However, the individual production units would be left in place in proximity

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to their primary customers as long as a need exists. This would avoid the problems associated with a giant production facility but would provide an unprecedented degree of flexibility in assigning work where it can be done the best and people where they can do their best. Rotational assignments through the spectrum of graphics activity would provide graphics specialists with the stimulation of new challenges and an opportunity for professional growth of the kind experienced by other Agency careerists who belong to their own career service. Specific objectives for the proposed Graphics Service include:

(1) Raise the Quality of Graphics Support

Skills of the graphic specialists would be raised through rotational assignments, exposing each officer to a wider range of activity. Specialists in certain areas--such as calligraphy--would be developed and their skills made available to all. In-house seminars, formal course work, and other horizon broadening activities would be supported. Consistent standards of performance would be set for promotions.

(2) Expand the Ability to Respond to Crisis Situations

Individual production units faced with a temporary overwhelming amount of work would be provided with additional help from other units. This flexibility would reduce much of the overtime worked in several of the shops.

(3) Provide a Wider Range of Graphics Services on a Routine Basis

Support available from the Graphics Service would include several activities for which no present unit is directly responsible. This support would encompass the general area of visual environment and would include mounting maps, making signs, supporting analysts with material for working level briefings, and maintaining the decor of conference rooms. The Service would offer its services to the Fine Arts Committee in implementing the recommendations of that body concerning exhibits, bulletin boards, decor, and the like.

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(4) Provide Each Employee with the Opportunity to Have a Challenging Career in His Profession

The broader scope of operations of the Service combined with a program of rotational assignments should result in a considerably greater sense of job satisfaction than is now possible. Younger officers could expect to have a wide variety of assignments, including managing a small unit, as they move up the promotional ladder.

(5) Employ ADP Methods in Graphics Production

Hardware and programming exists in the Agency today that has a vast potential for creating certain kinds of maps and graphics mechanically. This resource will not be tapped effectively until expertise is developed in a graphics shop to plan and carry out projects using ADP methods. A resident specialist in this field will be developed who will focus his attention upon realizing the potential.

(6) Establish a Centralized Procurement Procedure

Equipment and supply requirements would be processed for the Service as a whole. Outmoded equipment would be phased out. Expensive equipment that is required only in special circumstances would be placed in a central location and made available to all production units. Supplies with a short shelf life, such as film, would be stocked in limited quantities and fresh stocks ordered for the Service as a whole.

(7) Maintain a Better Balanced Staffing Pattern

Workloads tend to change over a long period, along with tastes, the desires of high-level Agency officials, and the advent of new collection systems. A balanced personnel allocation would be maintained among the various graphics units consonant with workload. In addition to ad hoc temporary shifts to cope with short term crises, the overall staffing pattern would be reviewed periodically and appropriate permanent adjustments made. The lack of capability to react in this manner is a most serious deficiency in the existing situation.

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(8) Introduce Time Saving Procedures and Equipment to All Production Units

There are continual advances in technology which save production costs. As these are discovered and tested they would be introduced into all producing units. This is lacking in the existing situation and is also a serious deficiency.

B.. It is recommended that the proposed Graphics Service be attached to the Cartography Division in the Office of Basic and Geographic Intelligence. OBGI has almost half of the positions to come under the Service and has a proven track record in providing a wide range of graphics services to all Agency components for many years. Its management is already attuned to the particular needs of a graphics service, such as staffing, equipment, space requirements, recruiting, training, promotion criteria, etc., and would be able to absorb the increased T/O without an increase in the OBGI managerial staff.

C. It is recommended that personnel in the Graphics Service be brought into the IB career service which already contains about [REDACTED] graphics specialists.

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D. It is recommended that management of the Graphics Service be an assigned responsibility of the Chief of the Cartography Division. He would be directly responsible for providing all Agency components except NPIC with a contingent of personnel who could provide a full range of graphics services of the highest quality. Specific duties associated with the responsibility are set forth more fully in TAB B.

E. It is recommended that administrative and logistical support to the Graphics Service be provided by the Cartography Division and the Administrative Staff, OBGI.

5. Impact of the Proposal on Other Components

A. Components who now enjoy the services of a group of graphics specialists would continue to receive the same degree of support. In time, for reasons cited elsewhere in this study, the level of the support available to each component would rise.

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B. Components which are currently responsible for staffing a graphics production facility would transfer the positions, grades, and budget to OBGI. Equipment inventories, maintenance contracts, etc., would also be transferred to OBGI as appropriate.

C. Space allocations would continue to be charged to the component currently responsible for the unit. The room occupied by the OSP graphics unit, for example, would remain under the jurisdiction of OSP.

D. Units which have a mixed staffing pattern, such as the cartographers and Visual Information Specialists in the Special Projects Section of the Technical Support Branch in the Cartography Division, would continue to be responsible for the activities of the graphics specialists assigned to them by the Graphics Service.

E. Units whose sole function is to service a particular component, such as the [REDACTED] staff in IAS, would continue to operate as they do currently.

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F. Units who provide a community service, such as the Visual Aids Section of the Printing Services Division, could be integrated into OBGI.

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[REDACTED]

Deputy Chief, Cartography Division,  
Basic and Geographic Intelligence

Attachments: 2

Tab A: Brief Descriptions of the Graphics Units  
in the Agency

Tab B: Duties of the Manager of the Graphics  
Service

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TAB A

Brief Descriptions of the Graphics  
Units in the Agency

1. DDI

A. Cartography Division, OBG. [REDACTED]  
Graphics is a major activity in the Cartography Division. Graphics specialists are integrated with cartographers in the Current Intelligence and Technical Support Branches. The slots were brought into the Division in 1965 from OCI. Activity includes preparing briefing materials for senior officials, graphics for intelligence publications, and staffing the graphics slot at the National Indications Center.

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B. Editorial Division, OBG. [REDACTED]  
Graphics activity is focused on support to the National Intelligence Survey. Two branches are staffed wholly by graphics specialists. Some slots came into the Agency when the NIS activity in the Department of State was transferred to CIA.

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C. Imagery Analysis Service. [REDACTED]  
Graphics activity is devoted wholly to internal support. The slots were created when IAS was formed.

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D. National Photo Interpretation Center. Graphics activity is on a large scale. It has a hierarchy of positions in the graphics field and does not fit into the concept of a Graphics Service as proposed in this study.

2. DDS

A. Printing Services Division, Office of Logistics. [REDACTED]  
[REDACTED] Graphics activity is focused on support to the DDS and the DDP. The unit came to PSD in 1963, after being attached to a number of different organizations since 1949.

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B. Office of Training. [REDACTED]  
[REDACTED] Graphics activity is focused on support to the training schools, but occasionally supports other units in the Chamber of Commerce Building.

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C. [REDACTED] A resident graphics unit supports the facility. It is not considered for inclusion in the Graphics Service at this time.

3. DDP

A. Technical Services Division. [REDACTED] Graphics activity is largely of a technical nature. Graphics specialists are hired on contract. It is not considered for inclusion in the Graphics Service at this time.

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25X1C B. Covert Action Staff. [REDACTED] Supports [REDACTED] It is not considered for inclusion in the Graphics Service at this time.

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4. DCI

25X1A A. Office of Planning, Programming and Budgeting. [REDACTED] Graphics activity is restricted to supporting OPTB, NIPE, and the Executive Director-Comptroller. The unit was created to perform this function.

5. DDS&T

A. Office of the Director. [REDACTED] Graphics activity is devoted to preparing briefing aids for DDS&T personnel and to operating the DDS&T conference room.

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25X1A B. [REDACTED] [REDACTED] Graphics activity is focused on internal support.

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C. Office of Special Projects. [REDACTED] Graphics activity is focused on internal support.

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Note: The number of positions is as observed by OBG. Official information was not obtainable in an informal survey.



TAB B

Duties of the Manager of the  
Graphics Service

1. Monitor work loads in the production units.
2. Make temporary adjustments in personnel to respond to sudden changes in workload.
3. Make specific recommendations to D/BGI with respect to permanent changes in T/O.
4. Receive and evaluate requests for graphics support that would have a severe impact on a particular production unit.
5. Oversee expenditure of funds for equipment and service.
6. Chair a career advisory board made up of senior graphics specialists who would submit recommendations with respect to recruitment, career development, promotions, training, and reassignments to the IB Career Board or to D/BGI as appropriate.
7. In concert with the OBGi Career Management Officer, implement career development policies established by IB Career Board.

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